

## SECTION 1 REQUEST FOR PROPOSALS SUMMARY

### DEVELOPMENT OBJECTIVES

Create an exceptional adaptive reuse and historic preservation project. Create a model of sustainable development and operations. Minimize vehicular traffic and parking. Minimize impacts on the site and adjacent communities.

### DEVELOPMENT PROGRAM

NPS is seeking a high quality retreat and conference center (Project) in the distinguished tradition of National Park lodges. NPS encourages taking advantage of the wide range of building types to create an inclusive pricing structure to support park programs and accommodate programmatic users.

### PHYSICAL PARAMETERS

#### *Total Site Area*

Forty (40)+ acres.

#### *Existing Building Area*

Approximately one hundred seventy thousand (170,000) gross square feet of historic structures and thirty-three thousand (33,000) gross square feet of non-historic structures.

#### *Optimal Size*

Smallest possible economically feasible facility that meets the objectives of the project, including minimizing the impacts on the site and its surroundings.

#### *New Development Potential*

New development potential totaling sixty-three thousand four hundred (63,400) gross square feet including thirty thousand four hundred (30,400) gross square feet in three “infill sites” and thirty-three thousand (33,000) gross square feet from replacement of Capehart units.

### FORT BAKER INSTITUTE

NPS intends to contract with a nonprofit “partner” organization to develop and manage a “Fort Baker Institute” at the Project to attract and organize meetings related to the NPS mission.

### TERM SHEET

#### *Lease*

Long-term lease.

#### *Term*

Minimum term necessary to secure financing, not to exceed sixty (60) years.

#### *Base Rent*

Minimum of one dollar (\$1.00) per year.

#### *Percentage Rent*

NPS seeks offers for participating in percent of gross revenues.

#### *Service District Charge*

Two dollars and nine cents (\$2.09) per gross square foot of building area (including basements).

#### *NPS Guest Program Payments*

Estimated thirty dollars (\$30) per lodging guest per day, collected by Selected Developer and paid to NPS.

#### *Capital Improvement Fund*

In addition to tenant capital reserves, an additional two and one-half percent (2.5%) of gross revenues held in a Capital Improvement Fund for structural repairs to NPS buildings and nonstructural capital expenses, such as infrastructure, directly related to the operation of the Project.

### LEASE APPLICATION PAYMENTS AND CONSTRUCTION PLAN CHECK PAYMENTS <sup>1</sup>

#### *Application Payments*

Nonrefundable payment of \$50,000 upon selection and prior to execution of Exclusive Negotiating Agreement (ENA), credited to lease payments; and subsequent payments at regular intervals during Lease Disposition and Development Agreement (LDDA), credited to lease payments (estimated total payment of \$290,000 over eighteen (18) months prior to lease execution).

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<sup>1</sup> These payments apply to the Selected Developer only.

### *Plan Check Payments*

Based on cost of NPS design review inspection and environmental compliance services and studies.

## INSTITUTE TERMS

### *Federal Per Diem Rates*

Opportunity for NPS or its Fort Baker Institute to utilize a minimum of 10 percent (10%) of room capacity at Federal per diem rates (San Francisco).

### *Priority Reservation*

At market rates, NPS retains the right to one (1) to two (2) year advance reservation priority for use by NPS or its Fort Baker Institute.

## KEY SUBMISSION REQUIREMENTS

### *Team Summary*

Identify all team members, and provide qualifications and organizational structure.

### *Rehabilitation and Development Plan*

Provide conceptual design and floor plans. Document approach, development summary, proposed building use, type of lodging and meeting facilities, public access, recreational amenities and schedules.

### *Building Design Plan/Renderings*

Describe design objectives, and provide conceptual design and floor plans.

### *Site and Landscape Plan*

Describe design objectives, and provide conceptual design, including site plan and landscape plan.

### *Utilities and Infrastructure Program*

Describe a Utilities and Infrastructure Program for the Project including programs and recommendations for operations and management.

### *Sustainability Program*

Describe a three part Sustainability Program that includes a Sustainability Program Statement, LEED Submittal and Building Energy Budget.

### *Management Plan*

Describe Project management and operations, define target market, rates, and approach to marketing, dining and support facilities.

### *Transportation Plan and Approach*

Describe approach to fulfill the requirements for a comprehensive and industry-leading Transportation Demand Management (TDM) Plan including and surpassing FEIS measures.

### *Corporate Citizenship and Diversity*

Provide goals, plan, and prior track record and team composition.

### *Business Offer*

Propose business terms and accept minimum requirements.

### *Financial and Investment Plan*

Submit detailed ten (10) year Project pro forma; identify proposed financing structure and sources; provide comfort letter from each financing source.

### *Legal Documents*

Provide written comments to the Form LDDA and Form Lease.

## SCHEDULE AND PROCESS

### *RFP Issued*

April 17, 2001.

### *Public Forum*

May 10, 2001.

Provides public opportunity to express interests and concerns to NPS.

### *RFP Responses Due*

August 13, 2001.

### *Public Presentations*

August 21, 2001.

Provides opportunity for RFP respondents to present development concepts to the public.

### *Property Transfer From Army to NPS*

Expected July 2001.

### *ENA Awarded*

Expected October 2001.

Provides Selected Developer the exclusive right to negotiate with the NPS for 60 days.

*LDDA Signed*

Expected December 2001.

Formalizes through a schedule of performance the due diligence, design review, financing and other NPS requirements that must be met prior to execution of the Final Lease

*Final Lease Signed*

Expected April 2003.

*Construction Commences*

Promptly following signing of Final Lease.

EVALUATION CRITERIA

*Overall Qualifications and Project Concept*

Overall Project concept, qualifications of and capacity of proposer to successfully develop and operate project.

*Traffic Mitigation*

Plan for minimizing impact of vehicles on Fort Baker, neighboring municipalities and Highway 101.

*Scale of Project*

Scale reflects the smallest possible economically feasible facility that meets the objectives of the Project.

*Project Design*

Quality and creativity of design and experience of design team.

*Sustainability*

Model of resource conservation in planning, design and operation.

*Management Plan*

Management team, operating plan and public access plan.

*Final Environmental Impact Statement (FEIS)*

*Mitigations*

Quality and reliability of FEIS mitigations.

*Program and Institute Support*

Plan for integrating and supporting the proposed Fort Baker Institute and other NPS programs.

*Corporate Citizenship*

Track record and approach during Project development and operation.

*Project Financing*

Evidence of financing capacity.

*Pro Forma*

Quality and reliability of pro forma and proposed business terms.

*Business Offer and Lease Terms*

Responsiveness to NPS terms and comments on LDDA and Final Lease.

*Federal Requirements*

Evidence of no disbarment and acceptance of drug-free workplace.

## S E C T I O N   2   P H Y S I C A L   C O N D I T I O N S

### L E A S I N G   O P P O R T U N I T Y

Following transfer of Fort Baker to NPS from the Department of Defense-United States Army (Army), National Park Service (NPS) is authorized to enter into leases for all or a part of Fort Baker administered by NPS. In the Project Request for Qualifications (RFQ), NPS identified the general land area for the Project, including existing buildings and sites for new construction (see Figure 1 on RFP page 55). NPS prefers that only existing buildings, new buildings and associated utility systems connecting with NPS infrastructure will be deemed premises leased to the Selected Developer. and, NPS does not expect to lease the grounds or areas adjacent to the designated Project buildings. Rather, NPS requires that all exterior grounds surrounding Project buildings remain open and accessible to park visitors. Certain adjacent roads and parking areas, however, could be restricted to Project employees and overnight guests. This is comparable to the approach adopted for other lodging facilities in National Parks, and is similar to the level of public access permitted to the grounds of the Asilomar Conference Center in Asilomar State Park in Pacific Grove, California - a unit of the California State Parks system.

Prior to executing a Final Lease, NPS anticipates the need for discussions with the Selected Developer regarding the precise boundaries of any leasehold interest to accommodate issues of mutual concern, including but not limited to public access requirements, maintenance responsibilities, liability, indemnification, and insurance. NPS may also execute a variety of other agreements with the Selected Developer to allow access to non-leasehold land areas or to accommodate Project parking and construction and/or maintenance of non-leasehold site improvements by the Selected Developer.

The Selected Developer will be responsible for funding and completing a “metes and bounds” legal description of leasehold premises prior to the execution of any Final Lease, subject to the review and approval of NPS. The Selected Developer will also be responsible for funding and preparing any other surveys used in supporting documents to define or differentiate responsibilities between NPS and the Selected Developer.

### N P S   B U I L D I N G   U S E S

RFP respondents should anticipate use by NPS of several buildings within or immediately adjacent to the Project consistent with the Fort Baker Plan, Fort Baker Final Environmental Impact Statement (FEIS), and RFQ. NPS anticipates that these buildings and associated parking areas would not be included in the leasehold premises. These buildings include Building 407 (the proposed NPS maintenance facility), Building 615 (the proposed NPS visitor center) and Building 507 (the proposed NPS offices).

## BUILDINGS NOT REQUIRED FOR USE BY THE PROJECT

The RFQ and this RFP allocate forty-seven (47) individual existing buildings and related landscape structures at Fort Baker for the Project. Six (6) existing, non-historic buildings must also be demolished per the Fort Baker Plan.

One of the most important Fort Baker Plan goals is to lease and attract private financing for the rehabilitation of all historic structures in the Project area. Based on demonstrated financial feasibility constraints only, RFP respondents may identify historic buildings located in the Project area that should not be included in the proposed leasehold premises. If an historic building is not needed by the Selected Developer, RFP respondents should assume that the building(s) will be utilized by NPS or an NPS tenant organization(s), and should incorporate NPS access to these buildings in all site and operational planning.

NPS prefers that any buildings utilized by NPS be at the outer boundary of the Project (e.g., Building 405) to facilitate NPS and public access and minimize possible disruption of conference operations. If a non-historic building is not needed by the Selected Developer, RFP respondents should assume that the building(s) will either be a) demolished by the Selected Developer, with the landscape restored as part of the Project, or b) utilized by NPS or an NPS tenant organization(s).

## PARADE GROUND USE AND MAINTENANCE

The historic Parade Ground at Fort Baker is an important component of the entire site - one that historically has been accessible to the public and that has served as an occasional venue for special events. The FEIS requires NPS to develop and utilize special event guidelines for Fort Baker. This policy will be developed in consultation with park tenants, the City of Sausalito, and the public and is expected to minimize the number and scale of special events on the Parade Ground.

NPS does not anticipate including the Parade Ground in the Project leasehold premises. Instead, NPS will be responsible for maintenance of the Parade Ground, and will have exclusive management control of all activities and special events through a permit system, consistent with the special event guidelines and the requirements of the Fort Baker Plan and FEIS.

However, the Selected Developer will be responsible for the design, financing, and rehabilitation of the Parade Ground, including the flag pole (Building 648) and commemorative monuments, as a component of its overall site improvement responsibilities.

The Selected Developer will also be responsible for restoring and maintaining (if applicable) certain other historic landscape and hardscape features in the Project area, including certain historic roads and streets, sidewalks, stairs, and retaining walls.

## P A R K I N G   U S E   A N D   M A I N T E N A N C E

The Selected Developer will be responsible for improving, maintaining, and operating all guest and visitor parking for the Project, consistent with the requirements of the FEIS.

## U T I L I T I E S

Fort Baker utilities are discussed in RFP Section 3 and RFP Appendix D.

## E N V I R O N M E N T A L   C O N D I T I O N S

### T O X I C   A N D   H A Z A R D O U S   S U B S T A N C E S

The Army, with regulatory oversight by the State of California Environmental Protection Agency (Cal EPA), commenced characterization and remediation of certain toxic and hazardous substances at Fort Baker shortly after the base closure was announced in 1996. The Army has submitted a variety of studies, reports, and assessments related to Fort Baker to various state and Federal regulatory agencies. The NPS and/or consultants retained by NPS have submitted comments on these documents to both the Army and regulatory agencies.

### A V A I L A B L E   I N F O R M A T I O N

The Army has established repositories of studies, reports, and assessments related to environmental conditions at Fort Baker available to the public at several local libraries, including the Sausalito Public Library. These documents are also available for review by RFP respondents at the NPS Fort Baker Project Office by advance arrangement.

### A R M Y   S I T E   I N S P E C T I O N

In September 1998, the Army submitted a Draft Final Base Realignment and Closure Site Inspection Report to Cal EPA. This report presents findings (e.g., water and soil sampling and analysis) related to the releases of hazardous substances at Fort Baker. The Army received written comments from Cal EPA, NPS, and other interested parties on this document and issued a Final Base Realignment and Closure Site Inspection Report in February 1999. Following the site inspection report, the Army prepared an Engineering Evaluation/Cost Analysis (EE/CA) for removal activities at five (5) locations at Fort Baker. NPS anticipates that these removal activities will be completed by spring 2001.

## U N D E R G R O U N D   S T O R A G E   A N D   F U E L   T A N K S

The Army has investigated underground storage and fuel tanks and provides discussion of its findings in the following reports:

- Environmental Baseline Survey (March 1997).
- Report of Findings Phase II, Underground Storage Tank Search (June 1997).
- Site Inspection Report (February 1999).

Remediation of any former underground storage and fuel tank sites is an ongoing responsibility of the Army.

## U N D E R G R O U N D   F U E L   D I S T R I B U T I O N   S Y S T E M

The Army has partially removed and remediated an underground fuel distribution system at Fort Baker, and issued removal reports in January 1998 and April 1998. A portion of the distribution system may run within one hundred (100) lateral feet of various residential and non-residential buildings. Remediation of any former underground fuel distribution system is an ongoing responsibility of the Army.

## A S B E S T O S

NPS tenants, including the Selected Developer, will be responsible for management or abatement of any asbestos-containing materials (ACM) left in place in Fort Baker buildings as part of their subsequent rehabilitation and occupancy following transfer to NPS. Tenants at Fort Baker must comply with NPS asbestos management programs as well as applicable Federal, state and local laws and regulations.

## L E A D   P A I N T

Because of the number and age of existing and demolished buildings at Fort Baker, NPS assumes that lead-based paint is found in most, if not all, residential and non-residential buildings. The Army in 1996 commenced a residential lead-based paint survey, which included testing of soils adjacent to a sample of Fort Baker residential buildings. The Cal EPA Department of Toxic Substances Control performed supplemental sampling of soils adjacent to a sample of Fort Baker non-residential buildings in December 1999. NPS tenants at Fort Baker including the Selected Developer will be required to develop management and remediation plans for lead-based paint as part of their building rehabilitation and construction programs.

## P C B ' S

The Army has surveyed transformers, switches, and capacitors at Fort Baker to determine concentration levels of PCB's and is removing all equipment with PCB levels greater than 500 ppm.

## HAZARDOUS MATERIALS WASTE MANAGEMENT

NPS tenants at Fort Baker, including the Selected Developer, will be responsible for the disposal of any hazardous materials generated through their activities, in accordance with applicable Federal, state, and local laws and regulations. NPS is not responsible for the disposal of any hazardous materials generated by NPS tenants.

## CONDITION OF BUILDINGS AND LAND AT TIME OF LEASE DISPOSITION AND DEVELOPMENT AGREEMENT AND FINAL LEASE

NPS will be leasing the buildings and lands to the Selected Developer in “As Is” condition.

NPS intends to use the signing of an Exclusive Negotiating Agreement (ENA) as an additional, formal milestone for disclosing any additional environmental information developed by NPS about the Project buildings and associated land area. This information may supplement information prepared and released by the Army.

Both the Lease Disposition and Development Agreement (LDDA) and the subsequent Final Lease will contain language addressing environmental conditions and associated liabilities and management responsibilities.